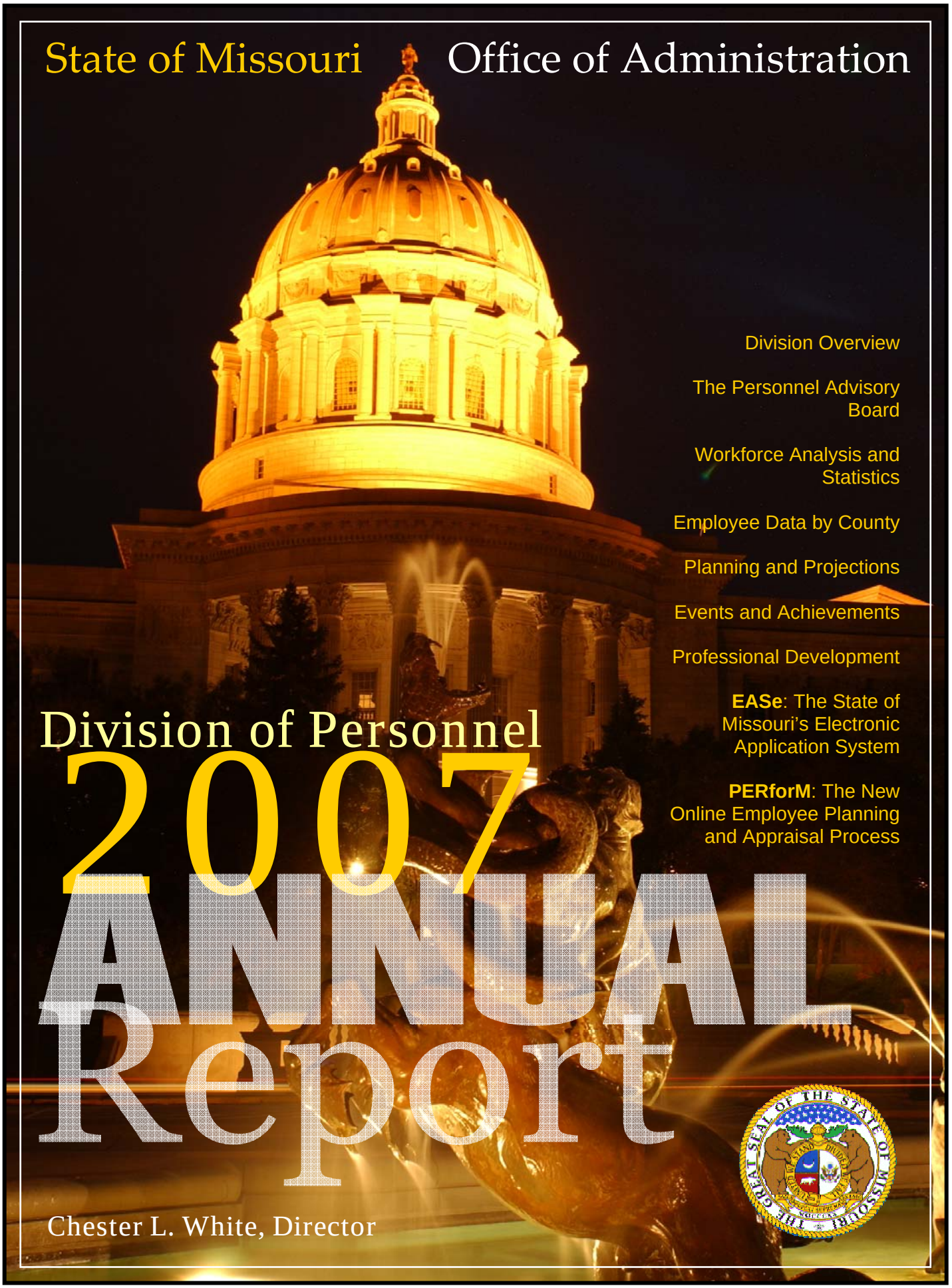
State of Missouri

Office of Administration



Division Overview

The Personnel Advisory Board

Workforce Analysis and Statistics

Employee Data by County

Planning and Projections

Events and Achievements

Professional Development

EASe: The State of Missouri's Electronic Application System

PERforM: The New Online Employee Planning and Appraisal Process

Division of Personnel

2007 ANNUAL Report

Chester L. White, Director

STATE OF MISSOURI
OFFICE OF ADMINISTRATION

DIVISION OF PERSONNEL

2007
ANNUAL REPORT

Chester L. White
Director

Gary Fogelbach
Deputy Director
Manager, Pay, Leave and Reporting

Doug Smentkowski
Manager, Employee Services

Division of Personnel Staff Contributing to this Report:

Allan Forbis
Christy Klenklen
Cathy Philbert
Susan Nichols
Marian Luebbert

Cover Photo: Courtesy of Scott Thomas, Senate Communications

Matt Blunt
Governor

Michael N. Keathley
Commissioner

State of Missouri
OFFICE OF ADMINISTRATION
Division of Personnel
301 West High Street, 430 Truman Building
P.O. Box 388
Jefferson City, Missouri 65102
INTERNET: http://www.oa.state.mo.us/pers/pers.htm
E-MAIL: persmail@mail.state.mo.us

Chester L. White
Director

(573) 751-4162
FAX (573) 751-8641

Dear Colleagues,

During the past year, the Division of Personnel has worked diligently to respond to and support the needs of our agency stakeholders in their efforts to effectively select, compensate, develop and motivate employees in Missouri state government.

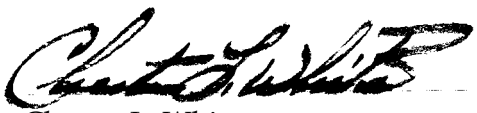
Division staff solicited ongoing feedback from our agency partners to identify and eliminate barriers to the timely and effective resolution of HR problems and concerns; to find the right mix of centralized and decentralized authority; and to build a support system that helped them continue to accomplish their missions.

Fiscal Year 2007 was also a time of problem solving and innovation. The introduction of the new Productivity, Excellence and Results for Missouri (PERforM) online employee appraisal process delivered a consistent statewide approach to employee evaluation and reporting. The number of positions applicants can apply for online increased via further use of the state's electronic application system. The redesigned structure of the Division ensured that each of the products and services we provide were maintained at the high standard our customers expect and deserve.

The following pages highlight some of our accomplishments this past fiscal year. This report also provides information on workforce demographics, pay data, turnover rates, labor relations, professional development and recognition programs. Our intent is to provide useful fact-based data from both a statewide and agency perspective, for informational purposes as well as future human resource planning and decision-making.

I applaud the Division of Personnel team for a job well done; and encourage them to continuously improve, efficiently serve and responsively meet the HR management needs of our Missouri workforce.

Sincerely,



Chester L. White

Contents

Overview of Missouri State Government 5

The Personnel Advisory Board

Overview and Accomplishments 6

The Division of Personnel

Overview 8

Accomplishments 9

Productivity, Excellence and Results for Missouri 10

The State of Missouri's Electronic Application 11

Distribution of Resources 12

The State Workforce

Applicant Characteristic Survey Results 13

Employee Data by County 14

Number of State Employees 18

Age 19

Ethnicity 21

Gender 22

Length of State Service 23

Classification and Pay Systems 24

Employee Pay Distribution 25

Executive Branch Turnover 26

Retirements 27

Labor Relations 28

Professional Development 29

Agency Training Reports 30

Employee Recognition Programs 32

Employees in Executive Branch agencies equal approximately 91% of the total number of state workers.

Nearly 35,000 state employees, in six Executive Branch agencies and selected sections of three other agencies comprise the Merit System administered by the Division of Personnel.

The Division of Personnel, a division of the Office of Administration provides consultation and expertise in personnel management to all Executive Branch agencies.

Missouri Revised Statutes
Chapter 36 State Personnel Law (36.030) Merit and (36.031) Uniform Classification and Pay Plan (UCP)

To further define the structure of Executive Branch agencies and the scope of the Division of Personnel's work, the State Personnel Law identifies the state agencies that are in the Merit System.

The Missouri Merit System is based on the principles of merit and fitness derived from competitive examinations for employment and advancement, objective and consistent human resource management policies and procedures and the ability of employees to appeal disciplinary actions. Chapter 36 (36.030) provides that the Division of Personnel will be charged with the implementation and administration of Merit System practices.

Totally Merit & Uniform Classification and Pay (UCP)*

Office of Administration

Department of Corrections

Department of Health & Senior Services

Department of Mental Health

Department of Natural Resources

Department of Social Services

Partially Merit & UCP

Department of Economic Development

Department of Labor and Industrial Relations

Department of Public Safety

Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)

Department of Conservation

Department of Elementary and Secondary Education (to be partially UCP)

Department of Higher Education (UCP)

Department of Insurance (UCP)

Department of Revenue (UCP)

Department of Transportation

UCP agencies are furthered defined on page 24

The Personnel Advisory Board

Personnel Advisory Board
Truman State Office Bldg.
301 W. High Street
Suite 430
Jefferson City, MO 65101
Telephone: (573) 751-4576
FAX: (573) 522-8462

Board Members

Margrace Buckler
Chair

Anne Gardner
Vice Chair

Paul Bloch
Member

Karen Ferguson
Member

Duncan Kincheloe
Member

Doug Ommen
Member

Angel McCormick Franks,
Director of Office of Supplier and Workforce Diversity

Each member's appointment is for a term of six years and/or until each member's successor is appointed and qualified.

Dear Colleagues,

Within the Office of Administration, the State Personnel Law (Chapter 36 RSMo) provides for a Personnel Advisory Board of seven members, six of whom are appointed by the Governor with the advice and consent of the Senate. Four members are appointed from the public at large, one is an executive in state government and one is a non-management state employee. The seventh member is the person designated as the Director of the Office of Supplier and Workforce Diversity.

The Board conducts hearings of appeals on dismissals and other disciplinary actions and has broad rulemaking authority in various areas of human resource administration. Responsibilities also include advising the Division of Personnel on the administration of the Missouri Merit System, meeting with appointing authorities regarding personnel management needs, approving changes to classification and pay plans and making recommendations to the governor and the General Assembly regarding state compensation policy.

The Director of Personnel serves as the Secretary to the Board and provides staff and logistical support to the Board when necessary.

Typically, the Board holds a public meeting on the second Tuesday of each month to address issues the Director of the Division of Personnel places on their agenda.

In closed sessions, the Board decides appeals from:

- Merit agency employees who are dismissed, demoted involuntarily with cause, and suspended without pay for more than five working days;
- Non-merit agency employees who are dismissed and whose agencies have not adopted appeal procedures substantially the same as the Board's; and
- Employees who claim to have been disciplined for engaging in "whistleblowing" under section 105.055, RSMo Supp. 2006.

The Board also decides appeals resulting from actions taken by the Director of the Division of Personnel, which include the Director's decision to deny an employee's application to take an examination, an applicant's claim of unfair treatment in the examination process, or removal from a register.

During FY08, the Board will continue to function in a manner consistent with State Personnel Law, fulfilling its commitment to fairness and equality in human resource management.

Sincerely,

Margrace Buckler,
Personnel Advisory Board Chair

Personnel Advisory Board Benchmarks and Measures

The Personnel Advisory Board measures its performance by the average time between the filing of a disciplinary appeal and the date of the final decision.

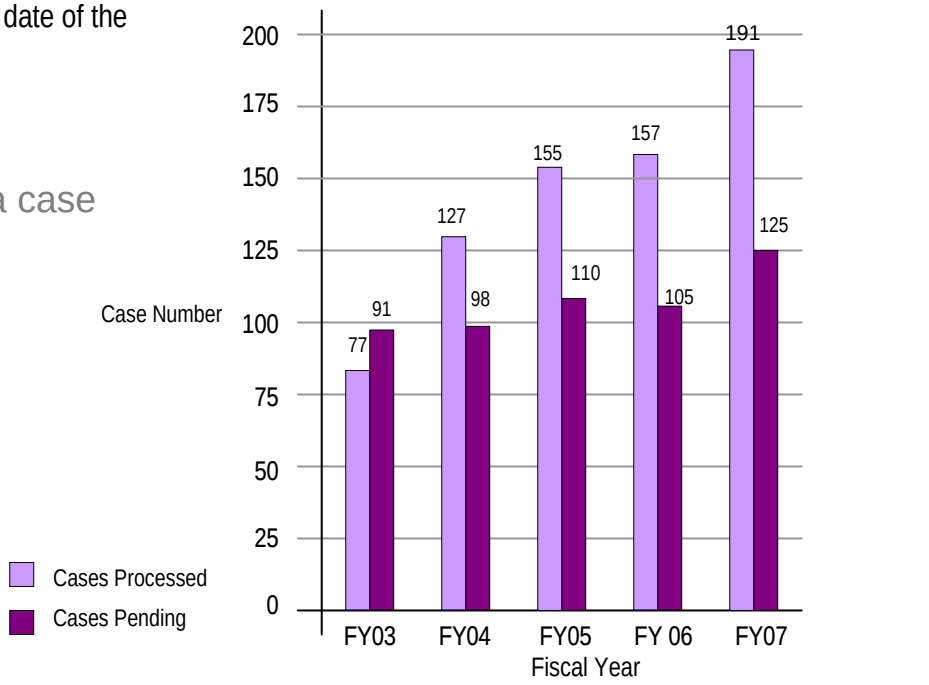
FY 07 Statistics:

Average time to process a case
10.98 months

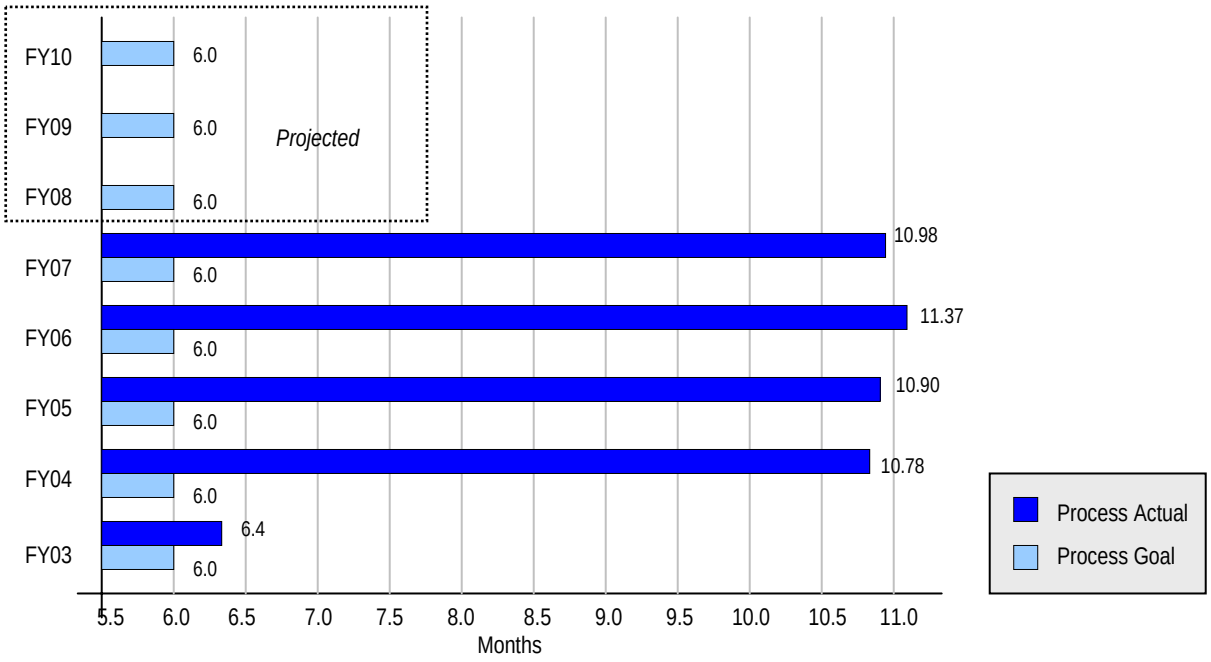
191 cases processed

125 appeals pending

Personnel Advisory Board Caseload



Personnel Advisory Board Case Processing Time



Division of Personnel Overview

MISSION

The Division of Personnel provides leadership, assistance, guidance, training and consultation to agency managers, employees and applicants in the areas of selections, classification, employee relations, employee development and compensation. By responding to the needs of stakeholders and providing policies and practices that are equitable and progressive, we contribute to the continuous improvement of human resource management functions that provide the state with a diverse, effective, efficient, and competitive workforce.

VALUES

Responsiveness: We strive to understand the needs of those with whom we interact and provide timely, professional and courteous service to all stakeholders.

Knowledge: We encourage and support learning and the development of the skills and attributes that are essential to the delivery of human resources management services.

Accountability: We are responsible to our stakeholders for determining priorities, developing policies and improving procedures to ensure the quality of the services we deliver.

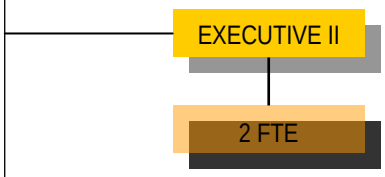
Diversity: We value, support, respect and encourage diversity within our state's workforce.

Integrity: We uphold fairness, ethics and objectivity in the application of the laws and practices governing human resources administration in state government.

Cooperation: We form alliances, partnerships and cooperative ventures with agencies to develop, implement and promote sound human resource management practices and services in state government.

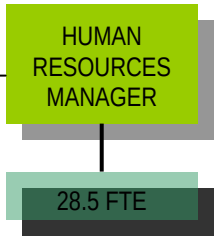
FUNCTIONAL ORGANIZATION CHART

Administrative Support



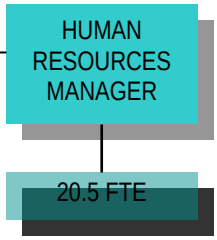
- Purchase & Supply
- Fiscal & Personnel Transactions
- Budget Preparation

Employee Services Section



- Evaluates New and Existing Positions within the UCP System
- Administers the Merit System Employment Application Process
- Develops and Maintains Job Classifications within the UCP System
- Develops, Updates and Administers Merit System Examinations

Pay, Leave & Reporting Section



- Maintains Registers of Qualified Applicants for Merit System Agencies
- Audits/Approves Transactions from UCP Agencies through SAM II HR
- Administers Rules on Pay, Leave, Hours of Work, Overtime, Certification, Removal from Registers, Transfers, Political Activity, Conflicting Employment and Layoff
- Maintains the UCP System Pay Plan
- Maintains HR Related Tables in the SAM II HR/Payroll System, MAIRS and EASe
- Develops and Executes Statewide Labor Relations Policies, Objectives and Strategies
- Develops and Delivers Management and Supervisory Training Programs
- Administers Statewide Recognition Programs

Accomplishments

Division of Personnel accomplishments were numerous during Fiscal Year 2007. Those listed in this report reflect a sampling of the diverse breadth and scope of services provided by our dedicated staff.

"You can do what you want to do, accomplish what you want to accomplish, attain any reasonable objective you may have in mind--not all of a sudden, perhaps not in one swift and sweeping act of achievement--but you can do it gradually, day by day and play by play, if you want to do it, if you work to do it, over a sufficient period of time."

William E. Holler

- ☐ Processed 69,663 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time
- ☐ Issued 9,690 Certificates of Eligibles (trial and official) providing 314,987 names of applicants to agencies on a timely basis
- ☐ Provided guidelines to state agencies to ensure a successful implementation of 2007 Pay Plan implementation effective July 1, 2006
- ☐ Completed negotiations for and implemented 4 labor agreements, which significantly improved the state's ability to effectively manage its operations and workforce while upholding the legal rights of employees and the labor organizations who represent them.
- ☐ Maintained electronic and paper merit application processes allowing 40,184 job applicants to apply for 157,335 job classifications
- ☐ Reviewed and allocated 1,176 new positions for merit agencies
- ☐ Processed 20,476 additions to merit registers via written, or written and E&E (education and experience) merit exams
- ☐ Added 65,632 names to merit registers via exams with a 100% E&E component
- ☐ Offered 160 management and supervisory training sessions attended by 2,397 participants
- ☐ Published quarterly "Solutions" e-magazines disseminating practical information to help managers develop the best in themselves and in those who work with them
- ☐ Collected and processed 149 suggestions through the *Missouri Relies on Everyone* (MoRE), state employee suggestion program
- ☐ Coordinated twelve State Employee of the Month ceremonies
- ☐ Coordinated State Employee Recognition Week activities, including a ceremony at the State Capitol recognizing employee contributions and allowing state agencies to reach out and inform the public of the services they provide
- ☐ Administered the Governor's Award for Quality and Productivity recognizing the accomplishments of state employee work teams

Accomplishment:

PERforM

While the performance appraisal is not new to the State of Missouri, developing a system that was innovative and utilized current technology was brought to the forefront by the Director of the Division of Personnel (DOP). This idea inspired *Productivity, Excellence and Results for Missouri* (PER*for*M), a web-based appraisal system which allows standardized statistical reporting of state employee performance.

In the fall of 2006, DOP staff met with members of the Office of Administration's Information Technology Services Division to discuss the concept and to provide parameters for the project. The goal was to construct a system that would provide supervisors and managers with an automated, consistent and easy-to-use process for creating performance objectives and conducting performance appraisals in a timely manner. This tool was also required to accommodate use of standard job components, an established annual appraisal period and rating period, and a general rating scale to promote consistent statewide reporting.

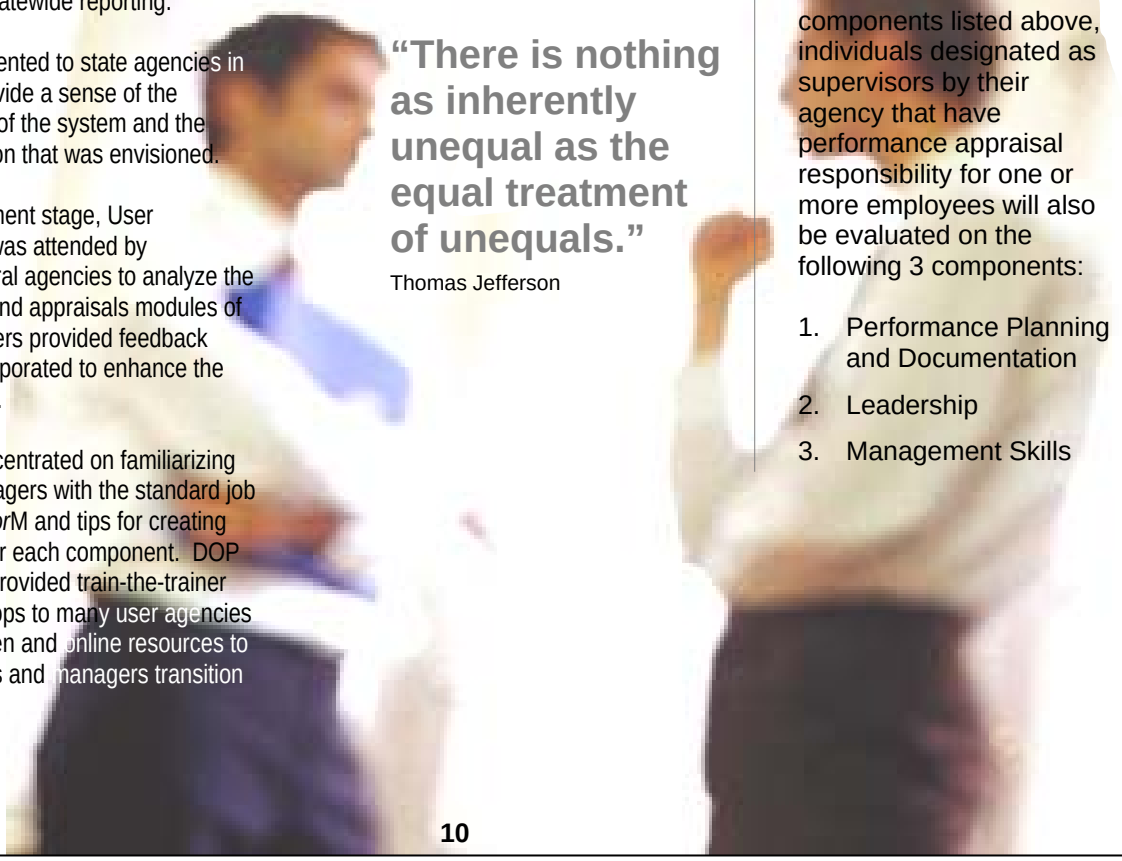
A prototype was presented to state agencies in February 2007 to provide a sense of the physical appearance of the system and the user-friendly navigation that was envisioned.

While in the development stage, User Acceptance Testing was attended by individuals from several agencies to analyze the security, objectives, and appraisals modules of the system. The testers provided feedback which was often incorporated to enhance the system's functionality.

Another initiative concentrated on familiarizing supervisors and managers with the standard job components of PER*for*M and tips for creating practical objectives for each component. DOP staff developed and provided train-the-trainer manuals and workshops to many user agencies along with other written and online resources to help state supervisors and managers transition to this new system.

The web-based appraisal system became a reality when it was launched in June 2007. Within the first month of production, over 2,000 individuals had successfully registered as system users and the number continues to grow. FY 2008 will see the first annual appraisals resulting from the new PER*for*M process and for the first time, statewide data on the overall performance of state employees.

Resources are available to all state employees at the PER*for*M website, www.perform.mo.gov. This site contains the PER*for*M Guidelines, Frequently Asked Questions, and other useful materials concerning policies, procedures, and general use of the system. On this website individuals can also enroll in the PER*for*M News Distribution List to receive email notifications as new information becomes available, or they can submit questions by using the *Contact Us* link.



"There is nothing as inherently unequal as the equal treatment of unequals."

Thomas Jefferson

PERforM Job Components

Employees:

All state employees, regardless of job classification, will be rated on 5 specific job components.

1. Knowledge of Work
2. Quality of Work
3. Situational Responsiveness
4. Initiative
5. Dependability

Supervisors/Managers:

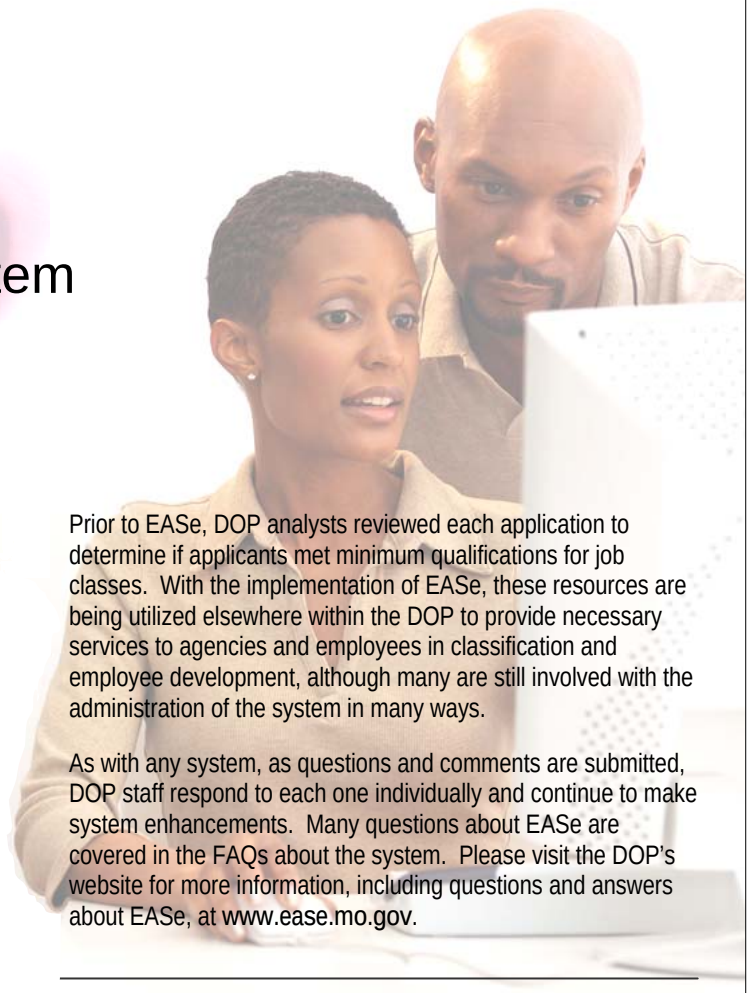
In addition to the 5 components listed above, individuals designated as supervisors by their agency that have performance appraisal responsibility for one or more employees will also be evaluated on the following 3 components:

1. Performance Planning and Documentation
2. Leadership
3. Management Skills

Accomplishment:

The State of Missouri's Electronic Application System

EASe



While improving access and cutting costs to state government, the State of Missouri's Electronic Application System (EASe), continued to speed up the application process for job applicants during FY07. By automating much of the evaluating and rating process, the Division of Personnel (DOP) has been able to reassign limited employee resources to focus on other priorities.

Applying through EASe, qualified applicants are added to merit registers immediately upon submitting their application and related information. The DOP continues to administer some written merit exams, but scheduling and exam results are sent to applicants electronically instead of through standard mail, thus significantly reducing the cost of postage. State agency personnel offices benefit from the online application because they are provided more applicants more quickly. Additionally, agency personnel staff are able to view applications at their computers and correspond with applicants using e-mail.

EASe requires applicants to have an email address and access to a personal computer. Applying through EASe is very similar to applying with a paper application, but is a faster process. All of the required applicant information is securely maintained. The applicant provides important information about their work history, education, licenses and certificates and veterans preference. The applicant selects the job for which they are interested from postings on the DOP's web site and then must answer a series of questions designed to determine their eligibility for the selected job class. If qualified, and, depending on the job class applied for, the applicant is presented with more questions from which a rating score of their relevant education and work experience is determined.

When applying for a class requiring a rating of education and experience, EASe applicants are added to registers almost immediately upon completing the application. Written merit system examinations continue to be given on the same schedule used in the past.

Prior to EASe, DOP analysts reviewed each application to determine if applicants met minimum qualifications for job classes. With the implementation of EASe, these resources are being utilized elsewhere within the DOP to provide necessary services to agencies and employees in classification and employee development, although many are still involved with the administration of the system in many ways.

As with any system, as questions and comments are submitted, DOP staff respond to each one individually and continue to make system enhancements. Many questions about EASe are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EASe, at www.ease.mo.gov.

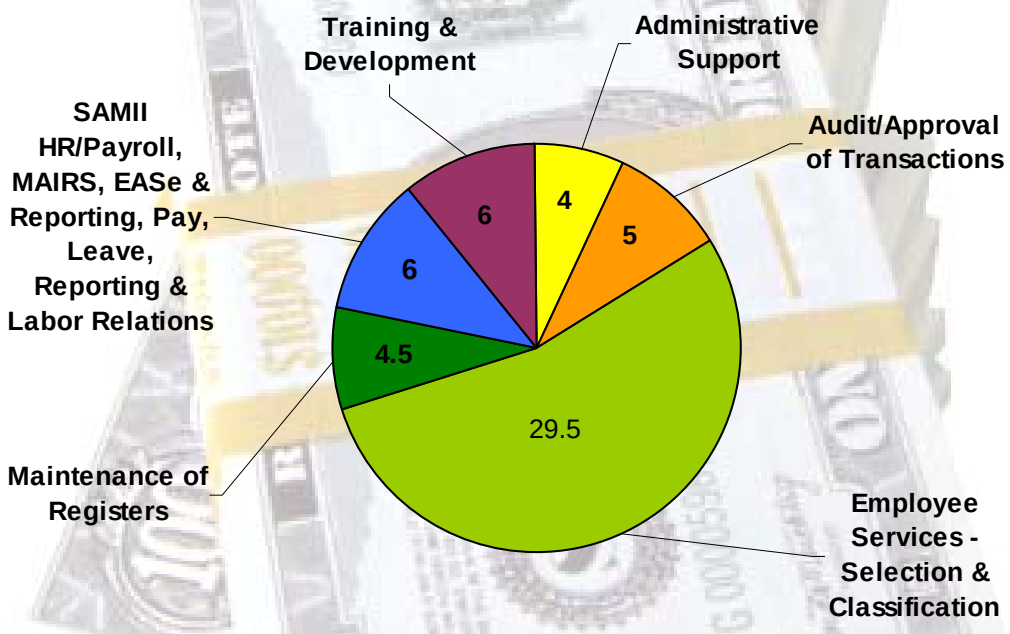
FY07 Statistics

- 97.5% of all applicants (39,184) applied for merit jobs through EASe
- Exams for 316 job classifications (40% of all merit exams) were available through EASe
- 77 additional job classifications were converted to EASe
- EASe applicants applied for an average of 4 job classifications
- 33,901 applicants registered with EASe in FY07 bringing the total number of registered users to 81,366
- In total, EASe applicants applied for 155,329 job classifications during FY07

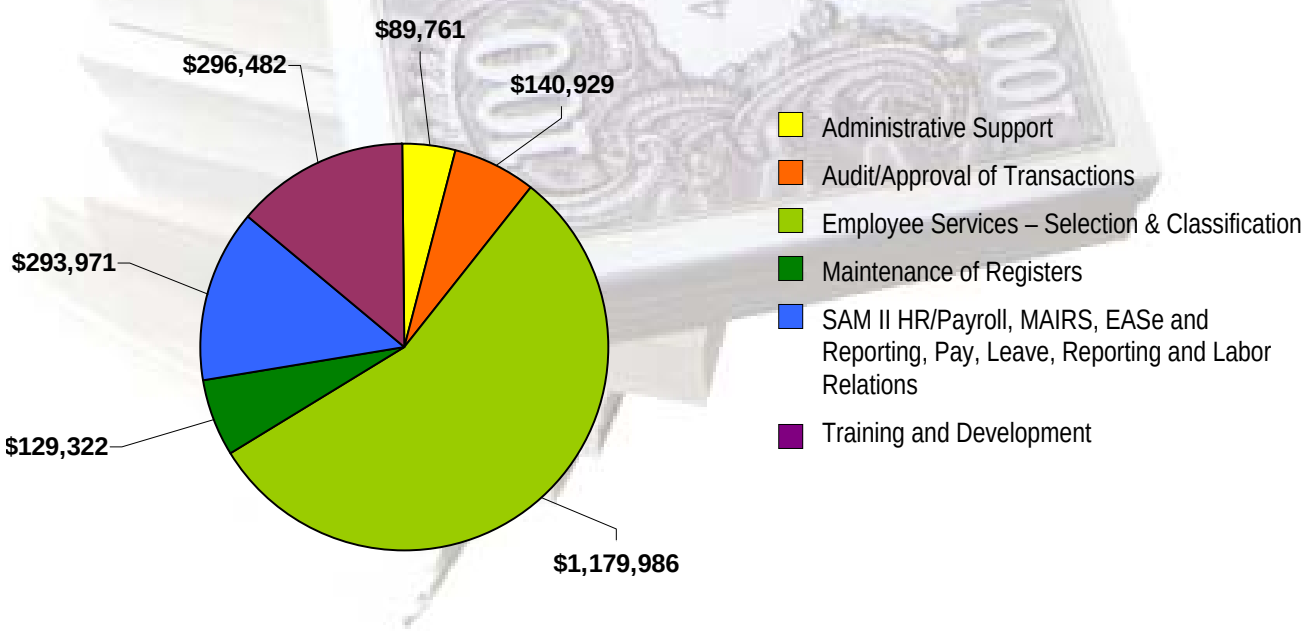
Distribution of Resources

The Division of Personnel believes in the value and effectiveness of the programs and services each of our sections provides in relation to the monetary cost of delivering the product or service.

FTE by Function



Budget by Function

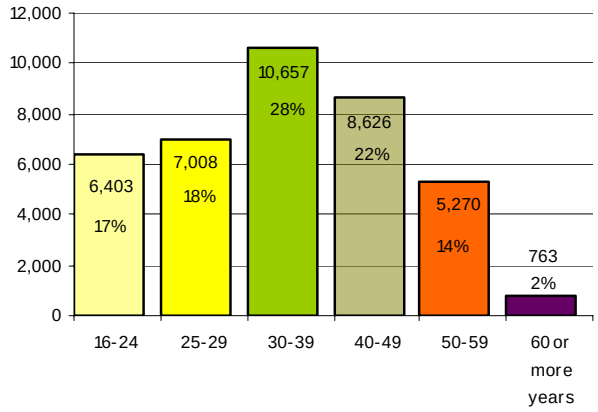


Applicant Characteristic Survey Results

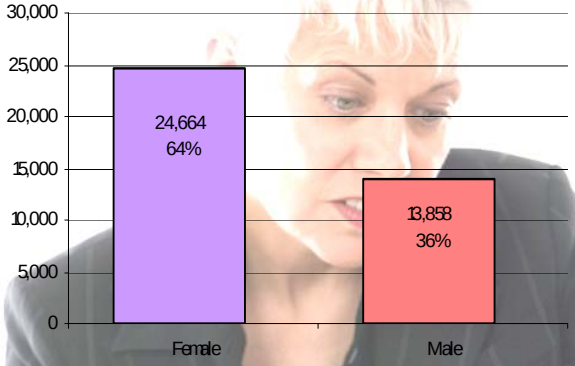
As part of the electronic or paper application process, applicants have the option of submitting voluntary demographic data that in no way affects their application. However, the results of the data help to provide a demographic snapshot of job applicants.

29%	2%	35%	77%	64%
Possessed a Bachelor's degree	Did not have a high school diploma or possess a GED	Between the ages of 16 – 29	White	Female

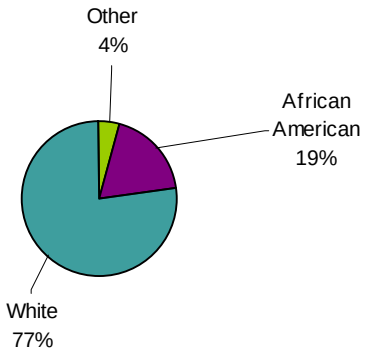
Number of Applicants by Age Range



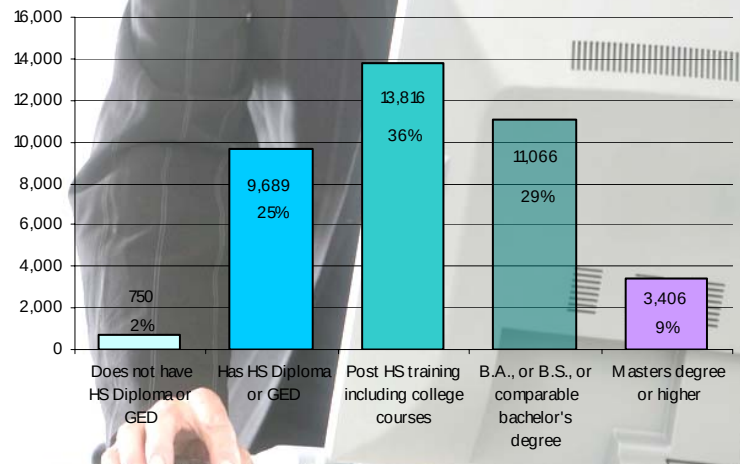
Number of Applicants by Gender



Ethnicity of Applicants



Number of Applicants by Education Level



Data based on the following FY07 applicants who submitted the optional Applicant Characteristic Survey:

Age Range – 38,727
Gender – 38,522 (205 applicants did not indicate male or female)
Ethnicity – 38,727
Education Level – 38,727

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Adair	NA	198	173	157	597	401	13
Andrew	St. Joseph	287	54	136	504	310	18
Atchison	NA	55	27	20	55	41	1
Audrain	NA	619	748	346	1,227	683	64
Barry	NA	158	125	92	263	158	9
Barton	NA	145	53	46	231	171	5
Bates	Kansas City	120	79	58	216	136	3
Benton	NA	136	56	77	262	159	8
Bollinger	NA	96	36	53	180	102	5
Boone	Columbia	2,195	824	1,361	5,865	3,859	140
Buchanan	St. Joseph	1,270	1,678	1,083	3,781	2,122	120
Butler	NA	517	708	431	1,650	916	34
Caldwell	Kansas City	252	30	144	549	316	29
Callaway	Jefferson City	2,940	2,109	1,359	5,884	3,525	187
Camden	NA	265	183	189	703	461	20
Cape Girardeau	NA	735	747	506	2,400	1,474	51

Legend:

Reside: Number of employees by county of residence as listed in the SAM II HR Payroll System.

Work: Number of employees with work locations assigned to this county as of June 30, 2007.

Applicants: Number of residents from this location who applied for at least one job classification between July 1, 2006 and June 30, 2007.

Classes: Number of total job classes for which applicants residing in each county applied. Applications are "active" for six months, during which time applicants can add classes to an application. This data includes those additions.

Register Additions: Number of residents who submitted an application between July 1, 2006 and June 30, 2007. Register types include Reinstatement, Open, Promotional, Reemployment and Transfer.

Received Appointments: Number of residents who received an appointment to a Merit System position between July 1, 2006 and June 30, 2007.

Metropolitan Statistical Area (MSA): Counties included in an MSA are part of an urbanized area typically consisting of at least 50,000 persons. Based on 2002 population estimates, 71% of Missouri residents live in MSAs. Missouri has seven (7) MSAs comprised of 33 counties:

Columbia: Boone, Howard

Jefferson City: Callaway, Cole, Moniteau, Osage

Joplin: Jasper, Newton

Kansas City: Bates, Caldwell, Cass, Clay, Clinton, Jackson, Lafayette, Platte, Ray

Springfield: Christian, Dallas, Greene, Polk, Webster

St. Joseph: Andrew, Buchanan, DeKalb

St. Louis: Franklin, Jefferson, Lincoln, St. Charles, St. Louis County, Warren, Washington, St. Louis City

County data continued on the following pages…

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Carroll	NA	129	34	102	408	255	11
Carter	NA	94	39	54	227	159	7
Cass	Kansas City	279	162	216	756	415	28
Cedar	NA	163	107	72	299	181	7
Chariton	NA	92	28	57	211	119	8
Christian	Springfield	406	135	341	1,412	931	38
Clark	NA	43	30	20	47	28	2
Clay	Kansas City	624	413	231	864	523	28
Clinton	Kansas City	357	1,214	381	1,203	666	52
Cole	Jefferson City	7,419	14,974	3,193	14,951	9,584	402
Cooper	NA	334	397	258	1,054	652	25
Crawford	NA	211	96	141	481	287	14
Dade	NA	51	24	24	90	42	1
Dallas	Springfield	113	69	57	190	105	5
Daviess	NA	238	32	132	454	246	22
DeKalb	St. Joseph	292	79	140	506	289	24
Dent	NA	214	70	133	493	251	15
Douglas	NA	101	38	72	270	148	7
Dunklin	NA	237	185	202	703	367	13
Franklin	St. Louis	558	266	471	1,541	888	45
Gasconade	NA	162	36	103	317	210	8
Gentry	NA	113	59	71	225	109	14
Greene	Springfield	1,315	1,748	1,210	5,234	3,296	108
Grundy	NA	121	55	130	364	184	15
Harrison	NA	136	39	68	161	97	13
Henry	NA	173	105	115	366	204	18
Hickory	NA	59	35	30	109	67	3
Holt	NA	89	30	38	133	97	4
Howard	Columbia	160	30	123	443	233	10
Howell	NA	378	444	195	736	415	15
Iron	NA	234	31	161	583	356	24
Jackson	Kansas City	2,833	3,677	2,944	10,379	5,768	317
Jasper	Joplin	606	660	426	1,897	1,177	53
Jefferson	St. Louis	874	489	649	2,344	1,311	73
Johnson	NA	464	371	298	1.086	723	33

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Knox	NA	45	23	14	32	26	3
Laclede	NA	214	162	175	728	428	20
Lafayette	Kansas City	615	621	246	835	502	37
Lawrence	NA	356	364	154	621	379	17
Lewis	NA	63	38	27	103	78	3
Lincoln	St. Louis	225	181	165	456	264	22
Linn	NA	267	67	204	794	436	30
Livingston	NA	345	305	273	962	534	37
McDonald	NA	59	57	159	510	318	15
Macon	NA	402	430	220	867	538	21
Madison	NA	324	34	125	457	271	17
Maries	NA	271	28	282	1,059	701	40
Marion	NA	390	363	33	141	76	5
Mercer	NA	29	23	27	125	68	2
Miller	NA	656	96	362	1,498	887	46
Mississippi	NA	233	523	174	595	347	19
Moniteau	Jefferson City	777	375	421	1,861	1,130	63
Monroe	NA	159	38	112	343	202	10
Montgomery	NA	220	130	128	422	230	17
Morgan	NA	291	42	201	794	466	29
New Madrid	NA	170	125	138	593	319	16
Newton	Joplin	253	136	106	302	155	13
Nodaway	NA	260	306	212	624	363	30
Oregon	NA	67	39	44	203	121	6
Osage	Jefferson City	974	29	338	1,304	765	32
Ozark	NA	65	29	20	68	42	8
Pemiscot	NA	128	132	88	336	177	13
Perry	NA	100	43	56	180	109	8
Pettis	NA	335	222	307	1,163	673	23
Phelps	NA	521	632	381	1,540	967	40
Pike	NA	444	593	303	1,049	625	56
Platte	Kansas City	226	101	53	150	104	9
Polk	Springfield	152	91	108	498	326	13
Pulaski	NA	327	87	332	1,453	850	31
Putnam	NA	38	20	24	59	27	4

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Ralls	NA	226	21	109	372	227	26
Randolph	NA	396	557	369	1,219	712	39
Ray	Kansas City	120	64	66	173	104	12
Reynolds	NA	69	48	36	122	81	3
Ripley	NA	106	61	77	270	165	7
St. Charles	St. Louis	844	672	691	2,927	1,844	69
St. Clair	NA	60	37	22	66	41	1
Ste. Genevieve	NA	152	38	90	341	175	7
St. Francois	NA	1,951	2,459	1,475	6,047	3,399	182
St. Louis Co.	St. Louis	4,182	4,149	1,046	4,993	2,763	96
Saline	NA	842	811	396	1,576	989	54
Schuyler	NA	43	21	14	31	19	2
Scotland	NA	50	60	24	55	44	1
Scott	NA	630	532	469	1,697	920	55
Shannon	NA	113	35	49	184	117	3
Shelby	NA	91	29	51	230	130	6
Stoddard	NA	339	130	251	1,031	589	32
Stone	NA	101	48	83	335	204	10
Sullivan	NA	39	30	29	57	29	0
Taney	NA	152	156	119	413	238	8
Texas	NA	460	552	342	1,276	714	46
Vernon	NA	385	419	186	535	359	28
Warren	St. Louis	106	68	72	233	129	8
Washington	St. Louis	380	470	378	1,535	862	45
Wayne	NA	176	71	109	416	251	17
Webster	Springfield	261	240	177	692	451	24
Worth	NA	39	19	26	129	94	5
Wright	NA	178	77	88	331	190	8
St. Louis City	St. Louis	2,401	3,634	5,375	22,387	12,267	455
State Sub Total		54,573	55,824	37,147	147,292	86,828	4,173
Unknown		123	2	2,814	9,085	5,672	0
Out of State		1,151	21	223	957	563	10
Total		55,847	55,847	40,184	157,334	93,063	4,183

Number of Missouri State Employees: A Comparison between FY06 and FY07

Classified employees are those whose duties, responsibilities, qualifications and job titles are prepared, adopted, maintained and administered by the Division of Personnel under the authority of the Personnel Advisory Board for Uniform Classification and Pay (UCP) System agencies. The UCP System applies to employees in nine "merit system" agencies and four other executive branch "non-merit" agencies.

*Data is for employees listed as >=50% and permanent in the SAM II HR Payroll System

Elected Officials and Non-UCP Agencies*

Agency	FY 06 Count	FY 07 Count	Loss/Gain
Legislature	578	578	0
Judiciary	3,317	3,336	+ 19
Public Defender	558	552	- 6
Governor	31	31	0
Lt. Governor	6	7	+ 1
Secretary of State	245	251	+ 6
State Auditor	120	124	+ 4
State Treasurer	48	50	+ 2
Attorney General	390	412	+ 22
Conservation	1,579	1,539	- 40
Elem & Sec Education**	1,946	1,868	- 78
Transportation	6,353	6,332	- 21
TOTAL	15,171	15,080	- 91

UCP Agencies	Classified				Unclassified				FY 07 Totals*	
	FY06	FY07	FY07 %	Loss or Gain	FY06	FY07	FY07%	Loss or Gain	Total Count	Loss or Gain
Office of Adm.	1,526	1,746	92.1%	+ 220	157	142	7.5%	- 15	1,895	+ 209
Agriculture	259	251	92.3%	- 8	23	20	7.4%	- 3	272	- 10
Insurance	101	288	58.3%	+ 187	85	205	41.5%	+ 120	494	+ 308
Economic Dev.	1,070	894	89.9%	- 176	229	99	10.0%	- 130	994	- 307
Higher Education**	0	0	0.0%	0	57	66	100.0%	+ 9	66	+ 9
Health & Sr. Serv	1,634	1,651	96.8%	+ 17	52	51	3.0%	- 1	1,705	+ 10
Labor & Ind. Rel.	802	739	88.9%	- 63	130	88	10.6%	- 42	831	- 103
Mental Health	7,688	7,538	96.7%	- 150	236	218	2.8%	- 18	7,795	- 154
Natural Resources	1,515	1,558	95.9%	+ 43	66	64	3.9%	- 2	1,625	+ 39
Public Safety**	2,231	2,251	48.8%	+ 20	2,283	2,285	49.5%	+ 2	4,612	+ 21
Revenue	1,407	1,329	92.9%	- 78	100	95	6.6%	- 5	1,431	- 84
Social Services	7,919	8,074	98.1%	+ 155	146	147	1.8%	+ 1	8,233	+ 161
Corrections	10,776	10,591	97.9%	- 185	94	97	0.9%	+ 3	10,814	- 163
TOTALS	36,928	36,910	90.5%	- 18	3,658	3,577	8.8%	- 81	40,767	- 64

* The total count and percentages for some agencies are higher than their combined number and percentage of classified and unclassified employees because some employees were not designated as either classified or unclassified in the SAM II HR Payroll System.

** The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol civilian employees are not converted to the UCP System.

Age

At A Glance:

The most common age of a state employee is 50

2,271 state employees are under 25

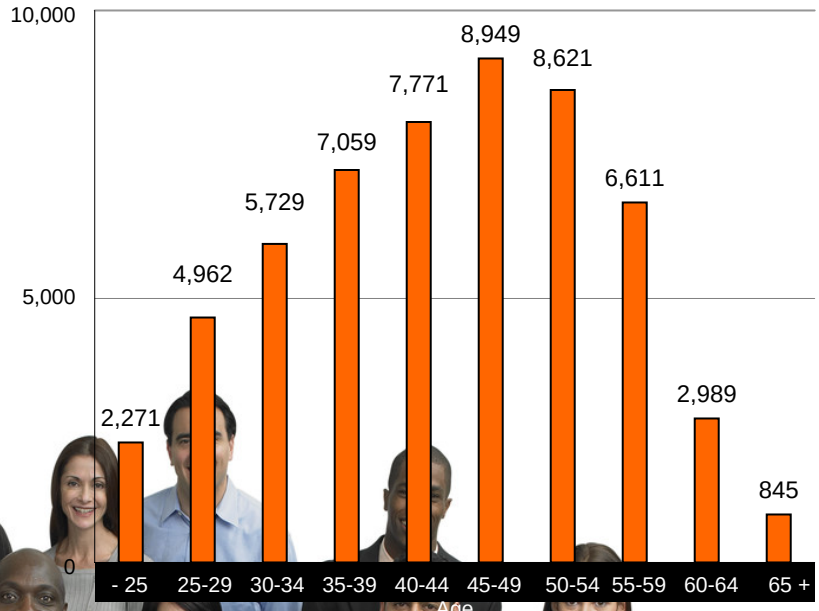
20,021 state employees are under 40

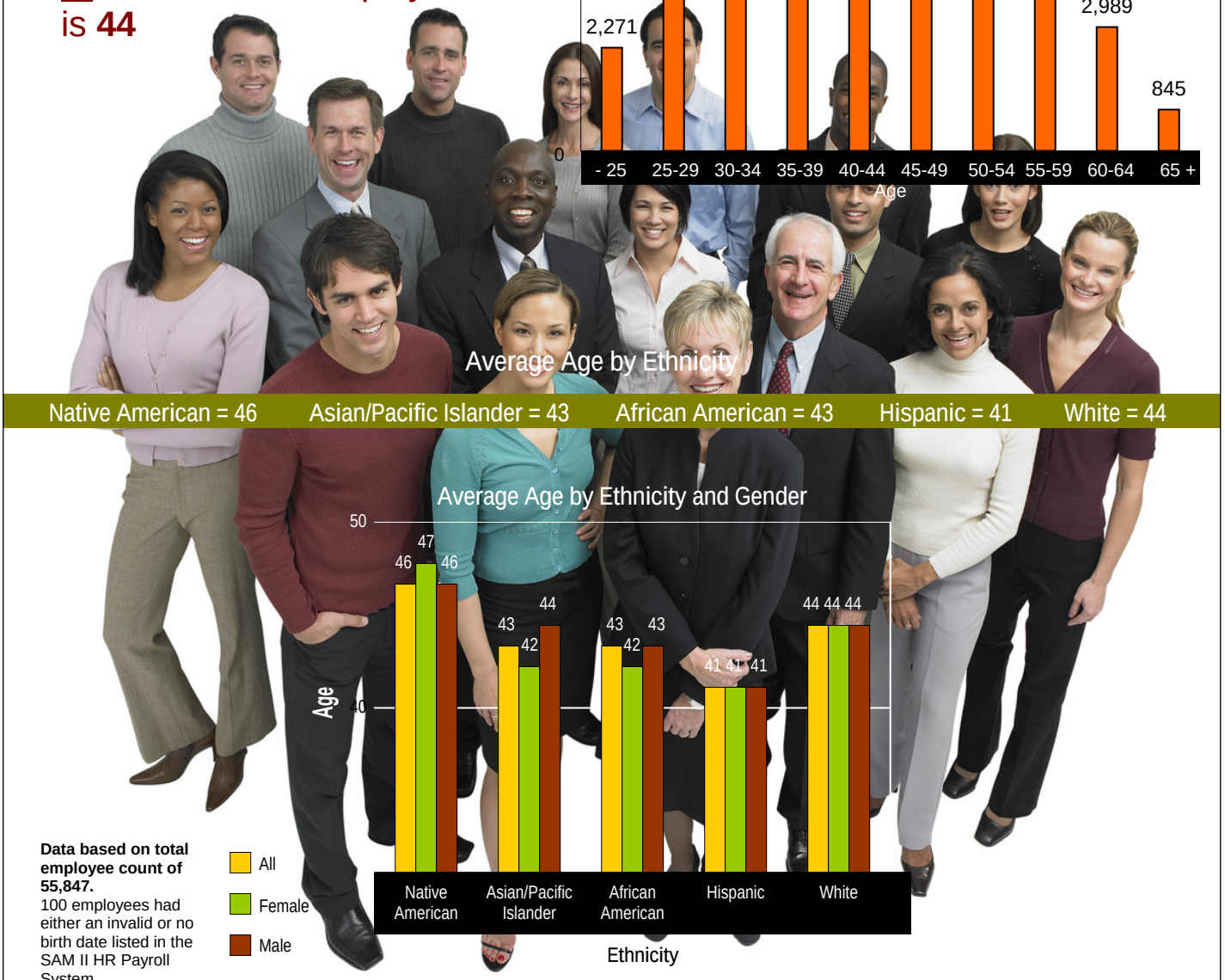
35,726 state employees are over 40

845 state employees are 65 and older

The average age of a **male** or **female** state employee is **44**

Age Distribution of Missouri State Employees





Average Age by Ethnicity

Native American = 46 | Asian/Pacific Islander = 43 | African American = 43 | Hispanic = 41 | White = 44

Average Age by Ethnicity and Gender

Data based on total employee count of 55,847.
100 employees had either an invalid or no birth date listed in the SAM II HR Payroll System

State Workforce Demographics

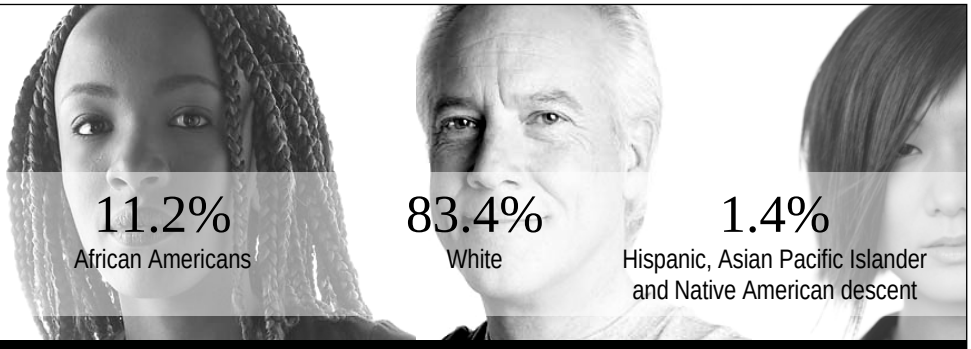
Age

On average, employees begin state service when they are 33 years old.

AGENCY or OFFICE	Average Age Employees Begin State Service by Agency	Average Age of Employees by Agency
Legislature	35	45
Judiciary	35	46
Public Defender	34	41
Governor	30	37
Lt. Governor	32	39
Secretary of State	33	43
State Auditor	28	38
State Treasurer	30	40
Attorney General	33	41
Office of Administration	32	45
Agriculture	34	48
Insurance	34	44
Conservation	31	43
Economic Development	36	48
Elem & Sec Education	35	47
Higher Education	30	36
Health & Senior Services	34	46
Transportation	31	43
Labor & Industrial Relations	32	47
Mental Health	34	43
Natural Resources	33	45
Public Safety	33	43
Revenue	31	43
Social Services	33	43
Corrections	35	44

Note: Entry age is calculated using the Leave Progression Start Date. Where the employee had a break in service, this date may not accurately reflect the actual date the employee entered state service.

Ethnicity



11.2%
African Americans

83.4%
White

1.4%
Hispanic, Asian Pacific Islander and Native American descent

Ethnicity by Agency*

Agency	Employee Count	Native American	%	Asian/Pacific Islander	%	African American	%	Hispanic	%	White	%
Legislature	578	0	0.00%	0	0.00%	35	6.06%	1	0.17%	384	66.44%
Judiciary	3,336	3	0.09%	12	0.36%	304	9.11%	18	0.54%	2,728	81.77%
Public Defender	552	1	0.18%	4	0.72%	48	8.70%	2	0.36%	471	85.33%
Governor	31	1	3.23%	0	0.00%	1	3.23%	0	0.00%	24	77.42%
Lt. Governor	7	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7	100.00%
Secretary of State	251	3	1.20%	4	1.59%	23	9.16%	2	0.80%	201	80.80%
State Auditor	124	1	0.81%	1	0.81%	8	6.45%	0	0.00%	98	79.03%
State Treasurer	50	0	0.00%	0	0.00%	3	6.00%	0	0.00%	44	88.00%
Attorney General	412	2	0.49%	2	0.49%	13	3.16%	2	0.49%	351	85.19%
Office of Adm	1,895	7	0.37%	18	0.95%	77	4.06%	4	0.21%	1,777	93.77%
Agriculture	272	1	0.37%	1	0.37%	2	0.74%	1	0.37%	261	95.96%
Insurance	494	1	0.20%	3	0.61%	21	4.25%	1	0.20%	467	94.53%
Conservation	1,539	8	0.52%	7	0.45%	44	2.86%	6	0.39%	1,468	95.39%
Economic Dev.	994	11	1.11%	10	1.01%	137	13.78%	8	0.80%	787	79.18%
Elem & Sec Edu	1,868	1	0.05%	8	0.43%	221	11.83%	7	0.37%	1,562	83.62%
Higher Education	66	0	0.00%	0	0.00%	1	1.52%	0	0.00%	57	86.36%
Health & Senior Ser	1,705	7	0.41%	18	1.06%	134	7.86%	11	0.65%	1,472	86.33%
Transportation	6,332	82	1.30%	34	0.54%	324	5.12%	45	0.71%	5,770	91.12%
Labor & Industrial Rel	831	0	0.00%	4	0.48%	72	8.66%	7	0.84%	736	88.57%
Mental Health	7,795	16	0.21%	112	1.44%	2,185	28.03%	54	0.69%	5,108	65.53%
Natural Resources	1,625	3	0.18%	18	1.11%	54	3.32%	6	0.37%	1,492	91.82%
Public Safety	4,612	23	0.50%	27	0.59%	378	8.20%	20	0.43%	3,892	84.39%
Revenue	1,431	3	0.21%	19	1.33%	60	4.19%	3	0.21%	1,321	92.31%
Social Services	8,233	22	0.27%	28	0.34%	1,420	17.25%	68	0.83%	6,368	77.35%
Corrections	10,814	31	0.29%	35	0.32%	699	6.46%	74	0.68%	9,728	89.96%
TOTALS	55,847	227	0.4%	365	0.7%	6,264	11.2%	340	0.6%	46,574	83.4%

* 2,077 employees (3.7%) have unknown ethnicity designated in the SAM II HR Payroll System.

Gender

Missouri State Workforce Demographics

Gender by Agency

Agency	Employee Count	Females		Males*	
		#	%	#	%
Legislature	578	259	44.8%	164	28.4%
Judiciary	3,336	2,414	72.3%	688	20.6%
Public Defender	552	308	55.8%	218	39.5%
Governor	31	13	41.9%	13	41.9%
Lt. Governor	7	1	14.3%	6	85.7%
Secretary of State	251	157	62.6%	77	30.7%
State Auditor	124	66	53.2%	42	33.9%
State Treasurer	50	34	68.0%	14	28.0%
Attorney General	412	235	57.0%	136	33.0%
Office of Administration	1,895	798	42.1%	1,088	57.4%
Agriculture	272	90	33.1%	177	65.1%
Insurance	494	298	60.3%	196	39.7%
Conservation	1,539	345	22.4%	1,188	77.2%
Economic Development	994	572	57.5%	383	38.5%
Elem & Sec Education	1,868	1,441	77.1%	358	19.2%
Higher Education	66	49	74.2%	9	13.6%
Health & Senior Services	1,705	1,312	76.9%	330	19.3%
Transportation	6,332	1,338	21.1%	4,922	77.7%
Labor & Industrial Rel	831	565	68.0%	254	30.6%
Mental Health	7,795	5,317	68.2%	2,165	27.8%
Natural Resources	1,625	619	38.1%	954	58.7%
Public Safety	4,612	2,021	43.8%	2,323	50.4%
Revenue	1,431	1,029	71.9%	380	26.5%
Social Services	8,233	6,500	79.0%	1,409	17.1%
Corrections	10,814	4,348	40.2%	6,224	57.6%
TOTALS	**55,847**	**30,128**		**23,718**	
PERCENTAGES			**53.9%**		**42.5%**

Notes:

The employee count includes full-time (>=50% FTE), “permanent” employees who have valid gender information entered in the SAM II HR/Payroll System.

2001 employees (3.6%) had no gender data entered in the SAM II HR/Payroll System.

*This page was updated on November 27, 2007 with corrected data for “Male” numbers and percentages.

Length of State Service

The average length of service on:

6/30/07 was 10 years and 1 month.

6/30/06 was 10 years and 9 months.

6/30/05 was 10 years and 6 months.

6/30/04 was 10 years and 2 months.

6/30/03 was 10 years and 2 months.

Comparison of Years of Service Categories for Executive Branch Agencies

Approximately 31% of the workforce has been employed with the state less than 5 years

Average Years/Months of Service for Executive Branch Agencies

Office of Administration	14/04
Agriculture	14/06
Insurance	10/08
Conservation	12/09
Economic Development	11/09
Elem & Sec Education	12/00
Higher Education	8/00
Health & Sr. Services	12/03
Transportation	12/08
Labor & Ind Relations	15/00
Mental Health	10/03
Natural Resources	12/05
Public Safety	9/11
Revenue	12/01
Social Services	10/05
Corrections	8/11

Service data based on the following employee totals:

07/01/03 – 53,142
06/30/04 – 52,286
06/30/05 – 51,959
06/30/06 – 50,709
06/30/07 – 50,506

Data was counted for full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System

Classification and Pay Systems

Uniform Classification and Pay

The State of Missouri uses a common classification and pay system for most state employees. The majority of employees in Executive Branch agencies are under the Uniform Classification and Pay (UCP) System. The UCP System was established under Chapter 36, RSMo, and is under the direction of the Office of Administration, Director of Personnel and the Personnel Advisory Board. The UCP System provides for a coordinated classification and compensation policy, which promotes pay equity among participating state departments. A majority of state agencies are already part of the UCP System, or intend to transition to UCP in the future.

Exclusions

Employees in the Departments of Conservation, Elementary and Secondary Education, Transportation and state colleges and universities, as well as uniformed members of the Highway Patrol and Water Patrol are not part of the UCP System. Members and employees of the Legislative and Judicial Branches and other elected officials are also excluded from the UCP System.

Uniform Classification and Pay System (UCP)		
Merit System Agencies	**Non-Merit System Agencies**	**Non-Merit & Non-UCP [3]**
Office of Administration Department of Corrections Department of Health and Senior Services Department of Mental Health Department of Natural Resources Department of Social Services Department of Economic Development - Housing Development - Public Counsel - Tourism - Workforce Development Department of Labor and Industrial Relations - Administration Operations - Employment Security - Labor Standards (partially Merit) Department of Public Safety - Adjutant General (SEMA) - Capitol Police - Veterans' Commission	Department of Agriculture Department of Elementary and Secondary Education [1 and 2] Department of Higher Education (Coordinating Board only) [1] Department of Insurance, Financial Institutions and Professional Registration Department of Revenue Department of Economic Development - Administrative Services - Arts Council - Business Development & Trade - Community Development - Public Service Commission - Women's Council Department of Labor & Industrial Relations - Commission on Human Rights - Labor & Industrial Relations Commission - Workers Compensation Department of Public Safety - Adjunct General - Fire Safety - Gaming Commission - Alcohol & Tobacco Control - Office of Director - MSHP Civilian Employees [1] - MSWP Civilian Employees	Department of Conservation Department of Elementary and Secondary Education [2] Department of Transportation Elected Officials Department of Insurance, Financial Institutions and Professional Registration - Credit Unions - Finance Department of Public Safety - MSHP Uniformed Members - MSWP Uniformed Officers Non-Executive Branch - Legislative Branch - Judicial Branch - State Public Defender - State Colleges & Universities
Functions and Services Provided by the Division of Personnel		
Certification, Selection, Appointment, Probation, Classification and Pay Hours of Work, Overtime, Leave, Political Activity Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination Separation, Suspension, Dismissal for Cause and Appeals MAIRS, EASe, PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance	Classification and Pay Hours of Work, Overtime, Leave Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal [4] PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance	Hours of Work, Overtime, Leave Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal [4] SAM II HR/Payroll Table Maintenance, Reporting and Assistance

[1] The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol Civilian employees are not converted to the UCP System.

[2] Attorney General's Opinion #120-91 indicates that constitutional provisions exempt "professional" employees from UCP coverage.

[3] Hours of work, Overtime and Leave apply to Executive Branch agencies. Non-executive agencies for the most part follow suit. Provisions on Hours of Work, Overtime, Leave and Appeals of Dismissal do not apply to colleges and universities.

[4] Missouri Revised Statutes 36.390 (7) and (8) provide information of dismissals in non-merit agencies.

Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2007

Agency and Employee Count		$5000-$19999	$20000-$29999	$30000-$39999	$40000-$49999	$50000-$59999	$60000-$69999	$70000-$79999	$80000-$89999	$90000-$99999	Greater Than $100000
Legislature	549	4	90	305	80	39	13	15	3	0	0
Judiciary	3,072	0	1,504	541	279	291	38	5	6	222	186
Public Defender	542	1	121	86	153	101	64	7	2	3	4
Governor	30	0	5	4	5	3	3	3	0	4	2
Lt. Governor	7	0	1	1	0	3	0	2	0	0	0
Secretary of State	244	0	106	77	32	13	4	8	3	1	0
State Auditor	120	0	4	46	28	16	12	8	3	3	0
State Treasurer	44	0	15	14	5	1	5	1	2	1	0
Attorney General	399	0	113	122	57	46	21	17	14	2	7
Office of Administration	1,871	8	343	476	595	292	104	33	12	6	2
Agriculture	262	2	78	120	35	16	6	2	1	1	1
Insurance	482	0	164	110	50	44	28	41	35	5	5
Conservation	1,536	2	362	518	336	190	89	24	9	4	2
Economic Development	990	0	319	312	183	85	50	23	7	8	3
Elem & Sec Education	888	0	224	310	263	51	28	5	4	1	2
Higher Education	66	0	17	33	7	3	2	3	0	1	0
Health & Senior Services	1,680	3	427	618	398	157	45	19	8	2	3
Transportation	6,250	0	1,071	2,820	1,443	564	198	101	20	23	10
Labor & Industrial Relations	813	0	311	241	138	61	13	5	29	14	1
Mental Health	7,554	1,872	3,347	1,209	628	292	65	40	25	5	71
Natural Resources	1,564	2	493	501	387	114	46	10	6	4	1
Public Safety	4,455	402	1,443	934	658	468	409	91	38	9	3
Revenue	1,414	1	841	320	135	72	29	5	4	4	3
Social Services	8,085	7	4,491	3,056	397	60	41	20	3	6	4
Corrections	10,622	1	7,033	3,137	334	76	28	8	3	1	1
Employees by Salary Level		2,305	22,923	15,912	6,626	3,058	1,341	496	237	330	311
% of Employees by Salary Level		4.3%	42.8%	29.7%	12.4%	5.7%	2.5%	0.9%	0.4%	0.6%	0.6%
Cumulative Totals by Salary Level		2,305	25,228	41,140	47,766	50,824	52,165	52,661	52,898	53,228	53,539
Cumulative % by Salary Level		4.3%	47.1%	76.8%	89.2%	94.9%	97.4%	98.4%	98.8%	99.4%	100.0%

Based on full-time (100% FTE), salaried, permanent employees

Executive Branch Turnover by Agency

(07/01/2006 – 06/30/2007)

					Reasons for Leaving Employment				
Agency	Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Resigned Agency (*)	Resigned State (**)	Dismissals	Retirement	Other
Office of Administration	1,787	11.2%	7.3%	200	49	81	11	48	13
Agriculture	277	10.8%	6.5%	30	1	17	1	11	0
Insurance	340	10.3%	4.1%	35	10	4	1	5	15
Conservation	1,559	6.8%	4.2%	106	65	0	10	24	7
Economic Development	1,143	15.5%	10.7%	177	25	97	6	38	11
Elem & Sec Education	1,904	14.6%	10.0%	278	145	46	15	70	2
Higher Education	60	26.7%	23.3%	16	5	9	1	1	0
Health & Senior Services	1,699	17.5%	10.9%	298	58	128	25	74	13
Transportation	6,337	8.2%	3.5%	520	11	212	75	209	13
Labor & Ind. Relations	880	14.6%	6.9%	128	30	31	4	41	22
Mental Health	7,866	25.6%	14.6%	2,017	543	605	545	231	93
Natural Resources	1,600	9.6%	5.4%	154	24	63	13	48	6
Public Safety	4,598	22.6%	13.5%	1,041	271	351	311	96	12
Revenue	1,472	15.8%	10.7%	233	42	115	28	36	12
Social Services	8,143	17.3%	13.2%	1,410	222	852	85	208	43
Corrections	10,847	12.5%	8.9%	1,362	72	892	158	199	41
TOTALS	50,535	15.8%	10.0%	8,005	1,573	3,503	1,289	1,337	303
Percent Turnover by Reason					3.1%	6.9%	2.6%	2.6%	0.6%

(*) "Resigned Agency" indicates the employee resigned from one agency and was employed by another agency.
(**) "Resigned State" indicates the employee resigned from state government entirely.
These two columns represent "voluntary" turnover for the state.

"Other" indicates such separation reasons as End of Appointment, End of Term, Layoff, Deceased, etc.

Personnel Actions designating the "Reasons for Leaving Employment" were counted for the period July 1, 2006 through June 30, 2007.
Data was counted for full-time (>=50%FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System.

Retirements

Employees Eligible for Retirement by Agency and Year

Source: Missouri State Employees Retirement System (MOSERS) and MoDOT (Transportation) and Patrol Employees Retirement System (MPERS)

	Year Eligible for Retirement						
Agency	2007*	2008	2009	2010	2011	Grand Total	% of Total
Corrections	761	285	322	358	388	2,114	3.8%
Social Services	697	233	275	247	271	1,723	3.1%
Revenue	134	53	55	67	61	370	0.7%
Public Safety	149	64	64	88	89	454	0.8%
Natural Resources	182	58	63	72	71	446	0.8%
Mental Health	645	247	270	298	318	1,778	3.2%
Labor and Industrial Relations	162	38	38	33	31	302	0.5%
Health and Senior Services	181	49	69	81	73	453	0.8%
**Higher Education	1	0	1	2	1	5	0.0%
Elementary and Secondary Education	217	72	71	88	86	534	1.0%
Economic Development	206	47	60	41	50	404	0.7%
Conservation	179	48	54	53	57	391	0.7%
Insurance	13	5	4	10	8	40	0.1%
Agriculture	47	9	9	13	10	88	0.2%
Office of Administration	189	58	56	78	81	462	0.8%
Attorney General	11	5	7	10	11	44	0.1%
State Treasurer	3	1	0	0	2	6	0.0%
State Auditor	8	4	3	2	1	18	0.0%
Secretary of State	28	2	9	7	10	56	0.1%
Lt. Governor	0	0	0	0	0	0	0.0%
Governor	2	1	0	1	0	4	0.0%
Public Defender	19	8	14	10	21	72	0.1%
Judiciary	301	76	113	98	97	685	1.2%
Legislature	54	25	24	17	17	137	0.2%
MOSERS Total	4,201	1,390	1,584	1,676	1,755	10,586	19.0%
MPERS Total	734	293	267	255	284	1,833	3.3%
Grand Total	4,935	1,683	1,851	1,931	2,039	12,419	22.2%

*Data includes active employees eligible to retire on June 30, 2007. Several of these employees were previously eligible to retire.
** Data listed for the Department of Higher Education was updated on November 27, 2007. This update changed the MOSERS Totals and Grand Totals previously listed.

Labor Relations

Approximately 24,096 state employees (43% of the workforce) are represented by various labor organizations

As of the end of FY07 approximately 24,096 state employees (42.6% of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by one of 11 different bargaining units in which they share a community of interest with the other employees within their bargaining unit. The distribution of these bargaining units along with the number and percent of union members and non-members is listed below.

Distribution of Union Representation and Membership

Labor Organization*	Bargaining Unit	Total Represented Employees	Number of Members % of Total Represented Employees	Number of Non-Members % of Total Represented Employees
AFSCME	Patient Care Support	4,461	1,011 (23%)	3,450 (77%)
AFSCME	Craft and Maintenance	2,397	245 (10%)	2,152 (90%)
SEIU	Probation and Parole	1,228	263 (21%)	965 (79%)
SEIU	Patient Care Professional	1,191	62 (05%)	1,129 (95%)
CWA	Social Services	6,375	1,087 (17%)	5,288 (83%)
CWA	Health & Senior Services	474	48 (10%)	426 (90%)
MOCOA	Corrections Officers	5,283	2,599 (49%)	2,684 (51%)
MONA	Mental Health/ Registered Nurses	339	53 (16%)	286 (84%)
IAFF	Firefighters (Adjutant General)	21	15 (71%)	6 (29%)
IUOE	Transportation	1,902	53 (03%)	1,849 (97%)
MFT	Elementary & Secondary Education	425	9 (02%)	416 (98%)
	TOTAL	24,096	5,445 (23%)	18,651 (77%)

* Labor Organizations:

AFSCME: The American Federation of State, County and Municipal Employees, Council 72 (AFL-CIO affiliated)

SEIU: Service Employees International Union, Local 2000

CWA: Communication Workers of America, Local 6355 (AFL-CIO affiliated)

MOCOA: Missouri Corrections Officers Association

MONA: Missouri Nurses Association (AFL-CIO affiliated)

IAFF: International Association of Firefighters (AFL-CIO affiliated)

IUOE: International Union of Operating Engineers (AFL-CIO affiliated)

MFT: Missouri Federation of Teachers (AFL-CIO affiliated)

Professional Development

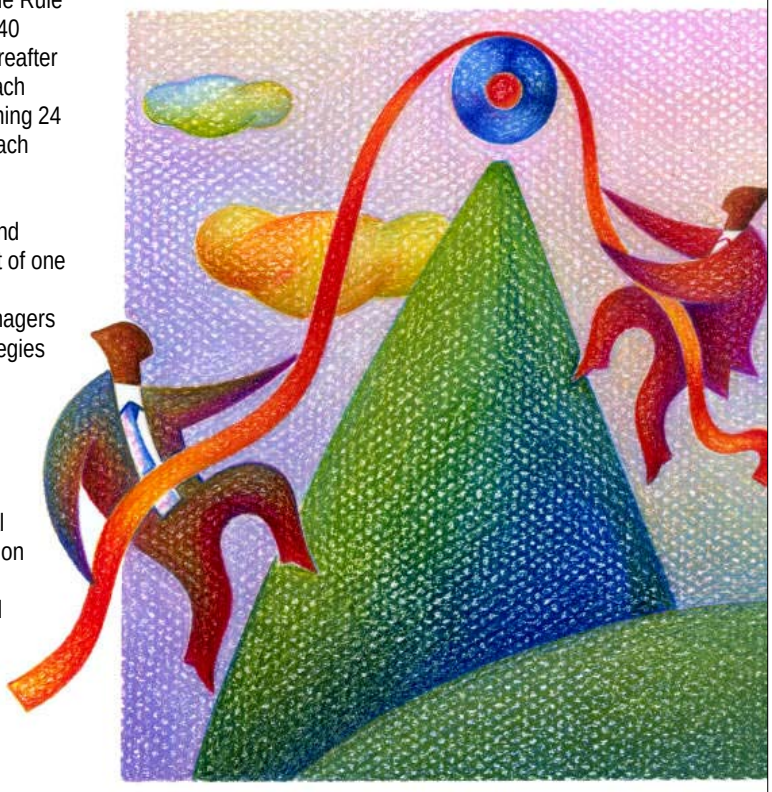
Chapter 36 prescribes that the Division of Personnel will develop, initiate and implement a central training program for executive, managerial and supervisory development in Missouri state government.

The Management Training Rule (1 CSR20-6.010) prescribes guidelines and standards for training management and supervisory staff in state government (other than elective offices and institutions of higher learning). The Rule affirms that the professional development of supervisors and managers is of paramount importance to the continuous improvement of individuals and agencies in state government. The Rule requires a new supervisor or manager to complete a minimum of 40 hours of training within his or her first year in the position; and thereafter take at least 16 hours of continuing competency-based training each year. The Rule provides a framework for developing and maintaining 24 specific leadership competencies consistent with the mission of each department and specific job responsibilities of each employee.

Throughout FY07, the Division of Personnel offered managerial and supervisory training programs; each centered on the development of one or two specific leadership competencies. In total, 160 workshops consisting of both new and existing programs were offered to managers and supervisors using best practice leadership development strategies from training partners such as Franklin Covey, Achieve Global, Development Dimensions International (DDI), the University of Missouri, other local colleges and Division of Personnel staff.

The Division of Personnel also sponsors state membership to the Institute for Management Studies (IMS). IMS is an international not-for-profit educational and professional development organization offering specialized training programs each month in Kansas City and St. Louis conducted by leading practitioners, authors and authorities in the area of management. IMS sessions offer state executives, managers and supervisors the opportunity to participate and interchange with their professional counterparts in the private sector.

The Division of Personnel offered **160** training programs in FY07 attended by **2,397** supervisors and managers



Highlights

During FY07, the Division of Personnel's training unit was heavily involved in the development and delivery of training materials to support the State of Missouri's new online employee appraisal process, PERforM. Additionally, the Division of Personnel introduced new "Special Invitation Leadership Seminars" on managerial topics that allow increased networking opportunities among state agency leaders. Steps to reintroduce Situational Leadership theory and application to new and existing supervisors and managers were also taken.

To compliment its training programs, the Division of Personnel continues to publish an on-line magazine, aptly named *Solutions*, which disseminates practical information to help managers develop the best in themselves and in those who work with and for them.

Solutions is published quarterly in PDF format at www.training.oa.mo.gov/Solutions.pdf

The Division of Personnel offers over **50** distinct training programs designed to develop specific supervisory and managerial competencies. For a complete list and description of each program, visit **www.training.oa.mo.gov**

Agency Training Reports

Each year, the Division of Personnel requests state agencies to provide information about the development of their managers and supervisors to include in this report. The following information reflects data received from Executive Branch agencies that responded to our request. It should be noted that all state agencies, regardless of their inclusion in this report provide training for managers and supervisors (and employees in general) throughout the year.

Agriculture

During FY07, the agency provided training on The 7 Habits of Highly Effective People, Sexual Harassment Prevention for managers/supervisors and the state's new PERforM employee appraisal process. In addition, managers and supervisors attended program specific training seminars and conferences, and acquired CEU's for issues affecting their specific area of expertise. The department attained a Training Rule compliance rate of 94.7%. During FY08, the agency will pursue reinstatement of department-wide training funds (removed several years ago during budget reduction), to address critical training needs such as communication, mentoring, time management, etc.

Corrections

During FY07, the department presented 263 programs to 5,523 staff members – both record numbers. Approximately 75.3% of all supervisors attended at least 16 hours of training and approximately 50% completed the 40 hour requirement for new supervisors. During FY 08, the agency will be updating their existing supervisory training programs, adding new supervisory programs to include National Incident Management System (NIMS) training and an agency-specific version of PERforM appraisal training while also introducing new leadership programs. Additionally, the Division of Adult Institutions will require all supervisors to successfully complete their annual 16 hour training requirement before being considered for promotion. This requirement will also extend to the agency's "Certification" policy in that to be a "Certified" employee one must successfully meet all training requirements.

Economic Development

In FY06 the agency purchased a Preventing Sexual Harassment training CD-ROM to train all new employees located in the Truman Building. This process also tracks employees who successfully complete the training via a certificate printed after the employee correctly responds to test questions. Employees are required to take the training and submit their certificate upon successful completion.

Public Service Commission (Economic Development)

During FY07 the PSC provided its staff with training opportunities at minimal cost that satisfied the Training Rule while providing CLE, CEU and CPE credits. New employees were required to take Preventing Sexual Harassment and Diversity training. All staff members are required to take biennial Preventing Sexual Harassment and Diversity Training. Managers and supervisors are expected to attend an annual HR Update while employees attend a similar Employee Update session. The Adjudication Division provided training to staff attorneys and each month conducts Subject Expert of the Month training for interested staff. In total, 83% of managers and 60% of all supervisors were compliant with the Training Rule. Those with less than one year are on track to complete their 40 hours by their 12-month deadline.

Elementary and Secondary Education

During FY07, 46% of the agency's supervisors/managers reported completing 16 hours or more of training in accordance with the Training Rule. During FY08, the agency will continue to offer training for employees, with emphasis on Customer Service and Sexual Harassment prevention. Training in Diversity, Time Management, Stress Management, Team Building, Basic Supervision, and Interviewing Skills is also planned.

Health and Senior Services

During FY07, the agency offered 172 training courses attended by 3,263 participants. Topics included: Diversity, Sexual Harassment Prevention, Coaching, and PERforM. More frequent New Employee Orientation programs were also held. Additionally, training on Handling Emotions under Pressure for Bioterrorism Preparedness staff, and online courses focusing on specific program knowledge were implemented. FY08 will see the continued development and use of online registration and training tracking, and the development of new courses on team building, increasing effectiveness for support staff, supervision techniques for offsite staff, gossip prevention, change management, collaboration, influence, and effective communication.

Higher Education

During FY07, 94% of all supervisors/managers were compliant with the Training Rule. Supervisors and managers attended more than 1,020 hours of training, each completing an average of 34 hours of training. The agency implemented a new Performance Management program and created/provided supervisor training guides and training sessions on the new program. Additionally, the agency provided a variety of in-house training programs including Sexual Harassment Prevention, Workforce Diversity, Stress Management, Bomb Threat, and Traffic Safety. In FY 2008, training will focus on customer service, safety both at work and home, Pandemic Flu and Red Cross training.

Insurance, Financial Institutions and Professional Registration

In FY07, 9 of 13 new managers/supervisors were compliant with the 40 hour requirement. Of the other 77 managers/supervisors, 55 were compliant with the 16 hour requirement. Sexual harassment prevention training was conducted throughout the department. In FY08, a new Human Relations Officer will devote time to continued training and recruitment. Training will include EEOC, ADA, policy reviews and management tips/suggestions. The department will also implement a new training template to track and schedule new managers for required training. This will provide consistency in training, promote better relations between human resources and provide opportunities for new managers to ask policy questions.

Agency Training Reports

Mental Health

During FY 2008, a series of management and leadership training programs tailored specifically to agency operations will be established. The agency will also begin to develop a Leadership Succession Program and form a talent pool for available/future leadership positions. In compliance with the Training Rule, the agency will establish professional development plans for all supervisors and managers specific to their own skill sets and establish a Leadership Development Academy to ensure consistency in leadership practices.

Natural Resources

Learning opportunities consistent with the Training Rule are available through the department. Other specialty training as outlined by state statutes or department guidelines along with classes offered through the Office of Administration, provide required training not available within the department. During FY08, the department will develop and offer more in-house training in the 24 Training Rule competencies as well as other staff training. The department has also implemented a Succession Planning Leadership program to continue the education of potential managers and supervisors as well as meeting their requirements for continued education.

Office of Administration

Training functions within the Office of Administration are arranged and coordinated at the division level. Some training is provided through the Division of Personnel and the Division of Information Technology Services (MOTEC). Other training is done through outside vendors and, on a limited basis, internally. Of 357 identified executives, managers and supervisors, 56 % complied with the Training Rule.

Revenue

During FY07, customer focus training for all staff continued to be offered. Specialized training was also offered to managers and supervisors to enhance their skill sets and to meet the needs of each division. The department offered a more comprehensive array of management training topics and incorporated one-hour training sessions during the lunch hour to increase learning opportunities for managers and supervisors. During FY07, 26% of new managers completed their Management Training Rule requirement (although many have been in their new positions six months or less). Managers with more than one year of experience attained a 95% completion rate.

Social Services

In FY07, the department achieved 93% compliance with the 40-hour training requirement for new managers and 92% compliance with the 16-hour training requirement for other managers. A web-based Employee Learning Center (ELC) launched in FY07 allowed employees to manage/track their professional development from their own computer desktop. During FY08, the department will focus on training: Accountability; Problem Solving; Organizational Skills; Customer Service; Workplace Ethics; Job Commitment; Emergency Preparedness; and Coaching. The agency will also continue to focus on increasing the use of web-based training programs and using the ELC to disseminate an employee handbook and policy updates.

Transportation

The agency continues to provide supervisory and line staff with the knowledge and skill required to meet their mission. In FY07, 83% of all supervisory staff met the requirements of the Training Rule. FY08 will see continued training for all levels of the organization using a blend of in-house and vendor provided instruction. The agency continues to manage and track training via their web-base Learning Management System. A new Accelerated Leadership Development program will improve the agency's ability to identify future leaders. Also in development is a preparatory course for non-supervisors who plan to enter the ranks of supervision.

Employee Recognition Programs

The Division of Personnel proudly sponsors and coordinates four distinct programs designed to recognize and reward the creativity, ingenuity and dedication of Missouri state employees.

The MoRE Program

The Missouri Relies on Everyone (MoRE) State Employee Suggestion Program provides state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost, generate revenue, and improve work processes. The program also provides a way to recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions. During FY07, a new online tracking system initiated by the Division of Personnel was established to coincide with the decentralization of the review and award process of employee suggestions to each state agency. During FY07, 149 suggestions were submitted to state agencies for review. In total, 52 suggestions were implemented. Five suggestions received monetary awards totaling $675.00. Other suggestions received Certificates of Recognition.

The Governor's Award for Quality and Productivity

The Governor's Award for Quality and Productivity (GAQP) is an annual award designed to recognize outstanding accomplishments of state government employee work teams.

As part of a continuous process to improve government efficiencies, the GAQP recognizes winning teams from five major categories: Customer Service, Efficiency, Innovation, Process Improvement, and Technology in Government. The goal: to establish clear winners that can serve as a statewide model of efficiency, quality, and effectiveness.

A selection committee comprised of state executives evaluates each nomination and selects one winning team for each of the five categories. The committee then recommends their choices for winning teams to the Governor's Office for final approval.

In FY07, a recognition ceremony for GAQP winners was held at the Capitol where Governor Matt Blunt presented awards to each award winning agency and each winning team member.

State Employee of the Month

The Division of Personnel assumed the administrative duties for the State Employee of the Month Program in 1990. All departments and offices of elected officials may submit the name of their winning Department/Agency Employee of the Month for State Employee of the Month consideration.

Nominations are voted upon by a selection committee comprised of members of the State Training Advisory Council (STAC). Each State Employee of the Month is typically honored during a ceremony held in the Governor's Office where he or she is presented with an engraved plaque in recognition of their extraordinary service.

State Employee Recognition Week

Photos: (Left) State employees visiting vendor booths at the Capitol during the State Employee Recognition Day ceremony on May 11, 2007.
(Right) Chief-of-Staff Ed Martin addressing the crowd on behalf of Governor Matt Blunt.

Photos: Harrison Sweazea

Missouri State Employee Recognition Week was celebrated the week of May 6 - 12, 2007. This week is set aside to give state agencies the opportunity to voice their appreciation to state employees for their dedication to public service. In addition, it serves as an education and community outreach vehicle designed to inform the public about the broad variety of services provided by state government employees. In conjunction with this week, a special Employee Recognition Day event attended by approximately 5,000 state employees was held on May 11 at the State Capitol. Approximately 49 vendors comprised of state agencies, the Jefferson City Area Chamber of Commerce and other Chamber members participated. During this event, selected state employees were also recognized for their local, state, national, or international achievement and valor.